Project Portfolio Management (PPM) Tool

Change Requests Entered
by Year by Phase
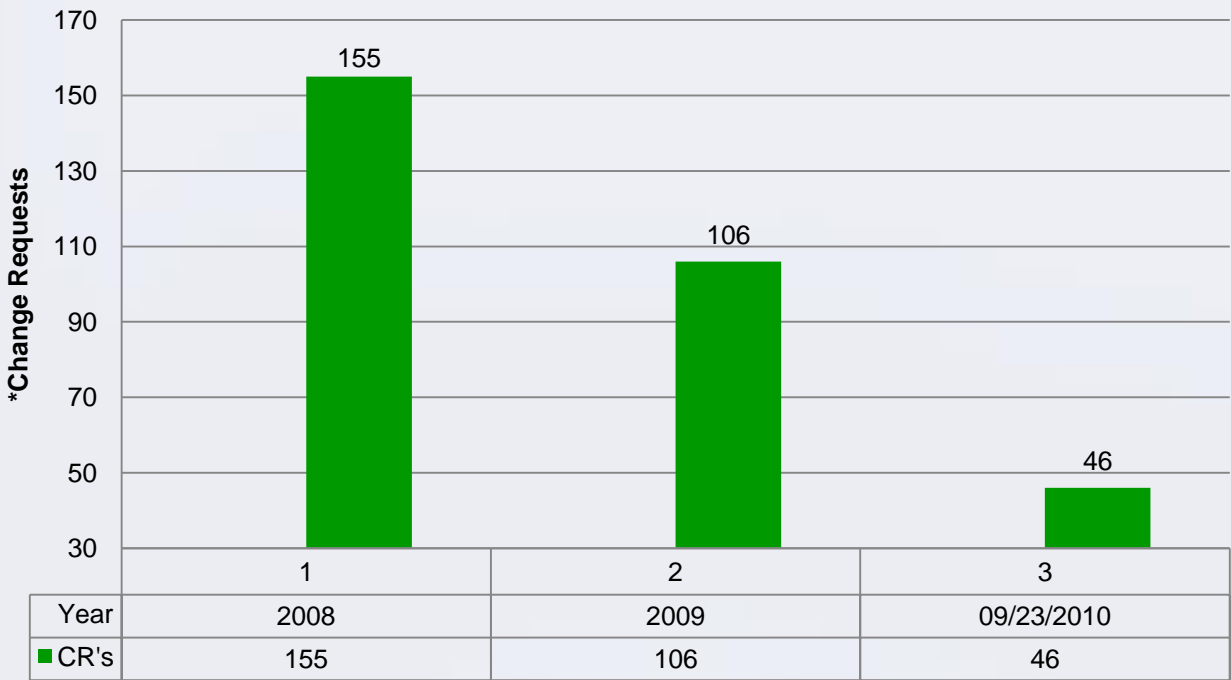
2008 -2010 Analysis

Enterprise Project Management Office (EPMO)

Change Requests Entered by Year

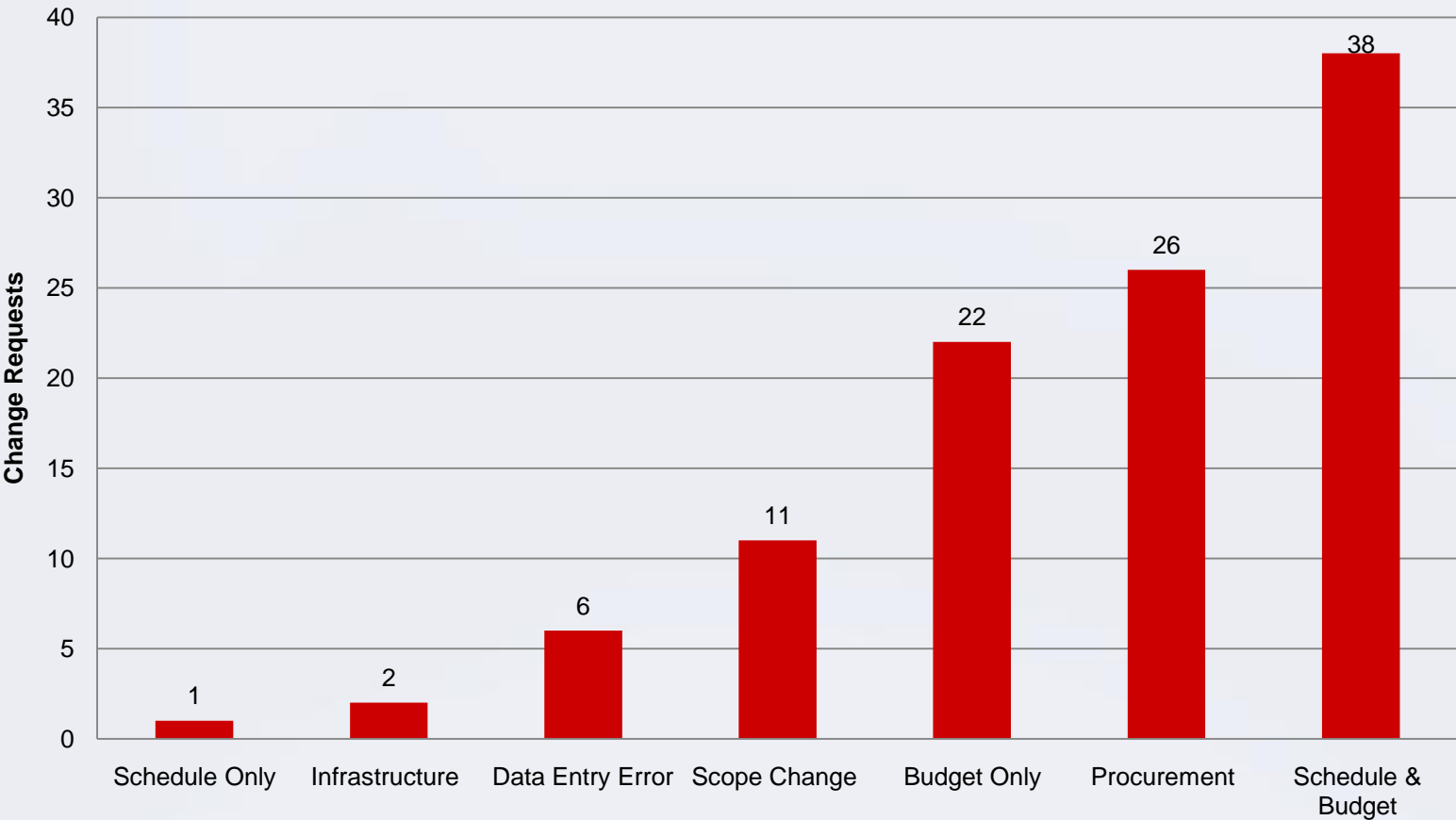|	1	2	3
Year	2008	2009	09/23/2010
■ CR's	155	106	46

*The following values associated with Projects and Project Change Requests have been omitted from this presentation: On Hold , Raised, **Rejected

** There were 15 CR's rejected during the noted time frame. Typically CR's are rejected due to lack of funding and/or the CR is retroactive.
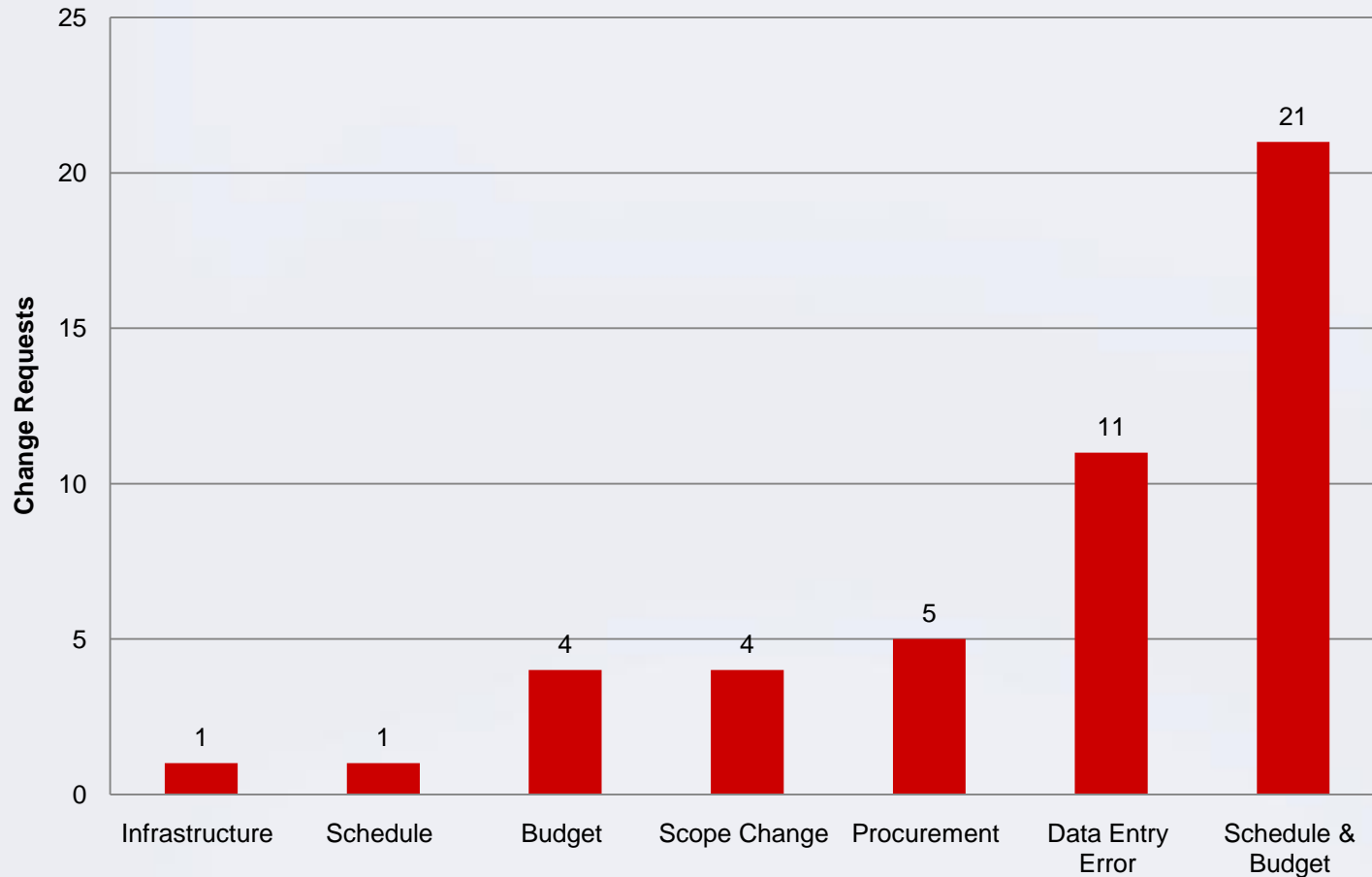
CR's Entered During P&D Phase

Schedule (1): Allow time to complete documentation

Infrastructure (2): Early HW purchase discount

Data Entry (6): Correct previously entered CR's, Keying errors, Negative values not entered correctly

Scope Change (11): Change in requirements

Budget (22): Budget reduction, Re-allocation of funds between phases, Testing

Procurement (26): Changes to the procurement process, Complete the evaluation of proposals and vendor selection, Allow for vendor cost adjustments, Additional time needed to incorporate vendor planning and design input, Additional time to review and approve the RFP, Additional work needed to finalize the budget and the system design related to the evaluation of the vendor responses, Allow time for contract award, Procurement cycle took more weeks than estimated , RFP Vendor Award delay, Contract award protested

Schedule & Budget (38):   Re-plan, Perform gap analysis, Resource constraints, Allow time for documentation, Decision made to develop in-house versus using a third party

CR's Entered During E&B Phase

Infrastructure (1):   Additional SW licenses

Schedule (1):   Implementation dependency

Budget (4):   Align budget with staffing plan, Adjust hourly rate of staff resource, Re-allocation of funds between phases

Scope Change (4):   De-scope, Additional scope, Documentation

Procurement (5):   Complete vendor proposal evaluations, Include vendor travel costs, Procurement delays of HW

Data Entry (11):   Correct calculation errors, correct data entry errors

Schedule & Budget (21):   Re-baseline, Testing, Mandates, Infrastructure fixes

CR's Entered During Implementation Phase
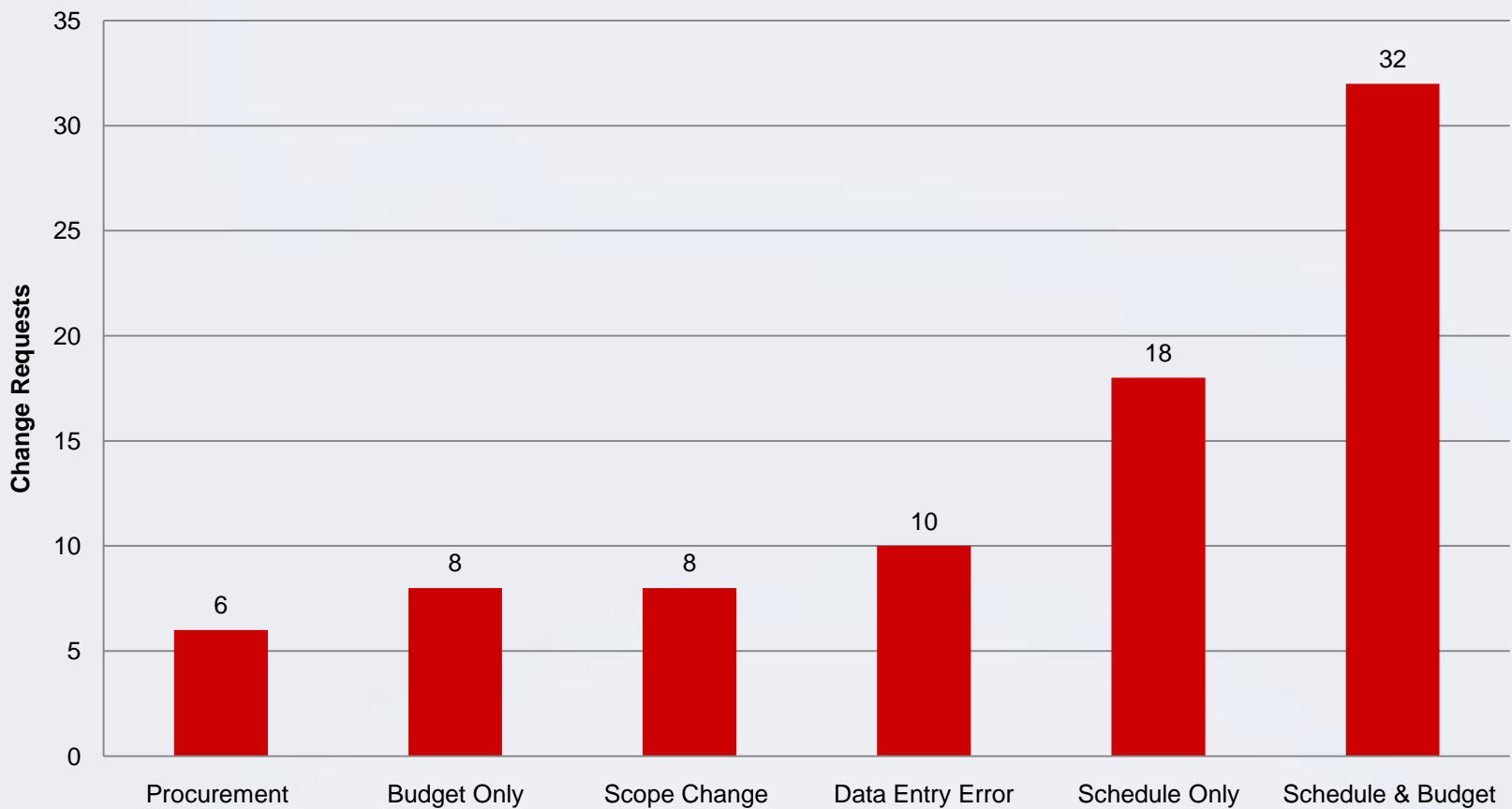
Procurement (6):   Remove retainage from invoices, Extension granted to bidders for proposal submission, Contract negotiations for O&M award, Resolve leasing and contract issues

Budget Only(8):   Decrease in infrastructure, Increase in Infrastructure, Rate increases

Scope Change(8)   De-scope, Additional scope

Data Entry (10):   Data entered at the wrong level, correct previously entered CR's

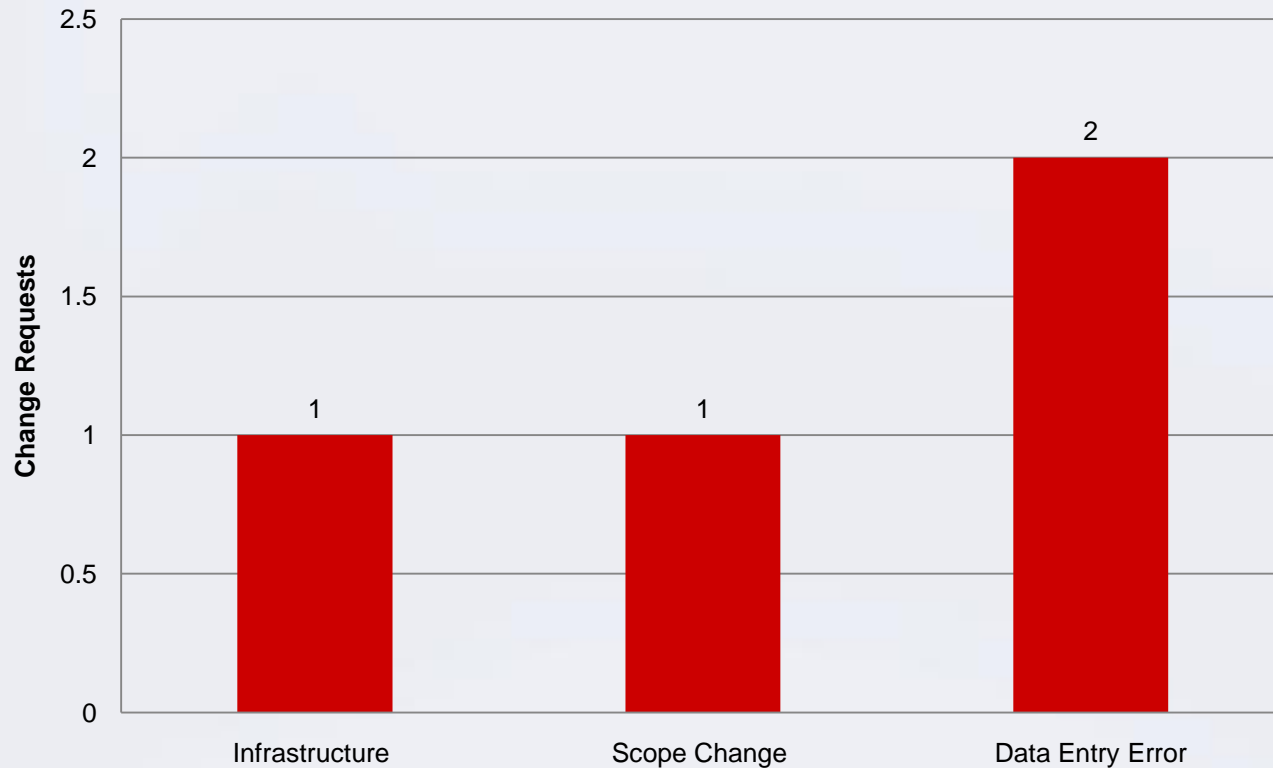**Schedule Only (18):**   Date changes to deliver deliverables

Schedule & Budget (32):   Mandates, Regulations, More personnel needed for implementation, More time and resources for UAT, Rate updates due to resource changes, Fix defects and retest corrections, Onsite support required

Change Requests Entered Impacting O&M 2008 - 2010

CR's Entered Impacting O&M

Infrastructure (1):   **One time HW setup cost**

Scope Change (1):   **Additional scope**

Data Entry (2):   **Correct data entry of O&M**

CR's Entered Impacting Multiple Phases

Category	Change Requests
Testing	2
Schedule	3
Infrastructure	4
Procurement	4
Budget	5
Data Entry Error	6
Scope Change	11
Schedule & Budget	24

Testing (2):   **Hosting costs, HW cost reduction**

Schedule (3):   **Increase Gate Approval time, Implementation Dependency**

Infrastructure (4): Cost savings for early HW purchase

Procurement (4): Contract Extension, Enhance Vendor RFP, Contract Award Approval Required

Budget (5)   **Resource rate change, Re-allocation of funds between phases**

Data Entry (6):   **Correct previously entered CR's**

Scope Change (11):   **Additional Scope, De-scope**

Schedule & Budget (24):   **Re-baseline, SW Infrastructure, HW Infrastructure, Testing, Fix Defects**

- Ensure all **stakeholders** are identified early on and understand the project's impact to their agency in order to avoid the need to add scope
- Define the **skills** needed for the project and obtain people with those skills to avoid having to secure additional resources
- Determine early on if the project will encounter **resource constraints** as a result of resources working on multiple projects
- Allow enough time for **procurement**, the process typically takes longer than expected
- Use **expert judgment** and **historical information** from similar projects to ensure time estimates for activities are realistic
- Plan for **quality** in order to limit the amount to time and money required to fix defects
- Allow time and resources for **documentation** and **testing**
- Prior to submitting CR's, have your PMA or a peer **validate the data entry** to avoid having to enter another CR to correct mistakes